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Human Resources & Safety Consulting

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PEOPLE POINTERS

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Integrating New Hires Into The Organization

By: Sandra Kay Neal, Ph.D.,
Industrial Organizational Psychologist

Each organization is unique, and each section of an organization is different from other sections of the same organization.

Any time someone starts a new job, there are many things to learn. Even if one is doing the exact same job one did previously, doing it in a new organization or even a new section of the same organization means that one has to learn new ways of doing things.

Most of us become so familiar with the way things are that we don't realize that there might be other ways of doing the same things. So it may surprise managers that new hires spend several weeks being confused when they start a new job.

To reduce this confusion of new hires, it is helpful for managers to set up means by which new hires can quickly become integrated into their new work world. A good way to do this is to ask new hires to keep track of what they had to ask others when they first got started.

If a manager has several new hires, the manager will notice a

pattern of things that had to be asked about. The manager can then set up procedures to ensure that new hires get this information at the beginning.

Another good beginning is to provide a list of people in the organization who can do things that the new hire will need right away (such as who provides supplies, who takes care of the communal coffee pot, how does one get rid of things not needed, when and where do people tend to gather for socializing.)

If people tend to be known by their first names, provide two telephone lists, one alphabetized by first names.

Some types of departments may be called different things in different organizations. It is helpful to create a telephone list using all the possible names of departments, such as building maintenance, custodial services, facilities and grounds, or janitorial services, but highlighting the name for that department in the organization.

The more quickly new hires get integrated into the organization, the faster they begin to do the job for which they were employed. The less frustration new hires experience, the more emotional connection they will have for their organization and the more likely they will stay.

Employee Performance Appraisals – Part 3

By: John M. Turner, Ph.D.,
President & CEO

This article continues our series on employee performance appraisals. Previous articles have appeared in our past newsletters.

There are several important decisions a company must make when developing their performance appraisal program. These include:

- What responsibilities will the Human Resources department have?
- What responsibilities will the supervisors and managers have?
- What type of appraisal system will be used?
- What will be the timing of the appraisals?
- Who will conduct the appraisals?

Responsibilities

Each company must design their performance appraisal program to meet their specific needs. The following represents information relevant to a "typical" company.

The Human Resources department is generally



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responsible for the following appraisal components:

- Designing and maintaining the system.
- Training the personnel who will be doing the actual rating.
- Tracking the timely completion of the appraisals.
- Reviewing the completed appraisals for consistency.

The supervisor's responsibilities generally include the following appraisal components:

- Rating the employee's performance.
- Preparing the actual appraisal form.
- Discussing the appraisal with each employee.
- Identifying areas for future employee development.

Don't believe the myth that performance appraisals are just a Human Resources requirement. As outlined above, the process is a shared responsibility between Human Resources and supervisors. In fact, this is one of the key responsibilities of supervision.

Should a formal or informal appraisal process be used?

A supervisor conducts an informal appraisal whenever necessary. The day-to-day working relationship between a supervisor and employee offers an opportunity for the employee's performance to be evaluated. This is a key

component of an effective appraisal process. If the informal appraisals are conducted frequently, an employee should never be surprised during the formal appraisal.

A formal appraisal is a systematic approach between the supervisor and the employee. This system allows supervisors to report the managerial impressions and observations on employee performance. The main difference between the informal and formal appraisal is the later is conducted at a regular time interval. This allows time to plan the actual discussion. It is important to note that the informal appraisal should not take the place of the formal appraisal.

What is the timing of the appraisal?

There is not a hard and fast rule for this. However, we have found that most companies conduct a formal appraisal on an annual basis. Some companies will conduct all the appraisals at the same time, while others will conduct the appraisals at each employee's hire date anniversary. Also, new employees typically receive an appraisal at a pre-determined time after they are hired. Generally, this appraisal is conducted 60-90 days after an employee's hire date.

How many meetings should you have with each employee in order to conduct the entire appraisal? Most employers

would say one meeting. There are three separate topics that need to be covered as part of the approach. These include:

- Topic #1: The performance review and discussion.
- Topic #2: Goal setting, training objectives and future development.
- Topic #3: Compensation adjustment.

Although most employers will conduct one meeting to cover all three topics, we suggest conducting two separate meetings with each employee. During the first meeting, topic #1 and topic #2 should be covered. Then, a couple weeks later, a second meeting should be conducted to cover topic #3.

Having these separate discussions provides both the employee and the supervisor with opportunities to focus on the administrative, developmental, and compensation issues of the appraisal.



Emergencies: Are you Prepared?

By: Vicki Hershey, Independent Safety Consultant





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BBP (29 CFR 1910.1030) or Blood Borne Pathogens are something we are all faced with at one time or another. But ask yourself, are you prepared? If you cannot answer yes to this question, it's time you do something about it. Saving someone's life and protecting others is part of your responsibility as an employer.

The BBP standard describes "occupational exposure" as reasonably anticipated skin, eye, mucous membrane, or potential contact with blood or other potentially infectious materials that may result from performing job duties. Exposures to blood and other body fluids occur across a wide variety of occupations. Health care workers, emergency responders and public safety personnel, and other workers can be exposed to blood through needles and other sharps injuries. The pathogens of primary concern are the human immunodeficiency virus (HIV), hepatitis B virus (HBV), and hepatitis C virus (HCV). Workers and employers are urged to take advantage of available controls and work practices to prevent exposure to blood and other body fluids.

First Responders are employees who are trained in:

1. BBP - Blood Borne Pathogens
2. CPR - Cardiopulmonary Resuscitation
3. AED – Automated External Defibrillator
4. OPIM – Other Potentially Infectious Materials

People using an AED must also be trained in CPR. These people are at risk of exposure to blood or other potentially infectious materials. It is realistic to assume that 29 CFR 1910.1030 becomes applicable and BBP training must be provided.

Persons who perform First Aid and CPR are thought to have possible exposure to blood or OPIM. The BBP standard applies *only* if that exposure results from performing his/her duties. If a person is trained in First Aid, CPR and AED and is identified by the employer as a First Responder, it falls under performing his/her duties. Thus, it is anticipated he/she could have occupational exposure, and the BBP standard applies.

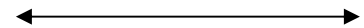
Develop a good BBP training and preventative program for your employees. Your local Red Cross can provide you with the required First Aid and CPR Training. They can also recommend where and what type of AED unit best suits your facility.

Be prepared to save a life. It may even be your own.

comfortable in their abilities to describe the following health-benefit terms:

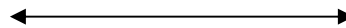
Co-pay:	49%
Deductible:	46%
Flexible-Spending Account:	36%
Health-Savings Account:	24%

Source:
Watson Wyatt Worldwide, Arlington, Va.



ABOUT US

JMT & Associates, LLC is a full service Human Resources (HR) and safety solutions provider. We partner with small, mid-size, and large companies to develop and improve HR processes and procedures. We offer extensive "real-world" experience in a variety of industries, including: manufacturing, service, union, union-free, profit, not-for-profit, private, and public sectors. Our level of involvement ranges from complete management of your HR needs to providing project-based assistance to your in-house HR person, depending on your specific business requirements. These services range from basic policy development to in-depth HR strategic planning. We begin with a comprehensive HR assessment of your current policies and procedures, then we provide a detailed analysis and a "road-map of recommendations" to maximize your HR investment. We then provide the necessary



SURVEY

Health-Term Know-How

In a survey of 2,100 U.S. workers with medical coverage, fewer than half of the respondents said they felt



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follow-up to ensure process effectiveness.

Areas of Expertise: Coaching & Leadership Development, Compensation & Benefits, HR & Safety Compliance, Diversity, Employee Relations, General HR, HR Assessments, HR Policies & Procedures, HR Strategy & Planning, Labor Relations, Organizational Development, Performance Management, Job Analysis, Job Descriptions, Employee Assessments, and a variety of HR & Safety Training courses.

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